Sunnyvale, CA

Change Location

Top > Community > Post Offices

1 to 2 of 2 **Find Near You**

Business Name	Address	City	Phone
US Post Office	580 N Mary Ave	Sunnyvale, CA	(800) 275-8777
US Post Office	141 N Taaffe St	Sunnyvale, CA	(800) 275-8777

Beyond Sunnyvale

New search:

Search by Name or Category (e.g. Hilton, Hotel or Hilton Hotel)

Search Now

City State / ZIP Code Associations

To find the ZIP Code for a mailing address, check out our ZIP+4 Code Lookup.
Questions and Comments | Return to ZIP Code Lookup and Address Information

Sunnyvale, CA Process

SUNNYVALE CA

is associated with the following ZIP Codes:	For these ZIP Codes, the city name is:	ZIP Code Type
94086	ACCEPTABLE (DEFAULT)	STANDARD
94087	ACCEPTABLE (DEFAULT)	STANDARD
94088	ACCEPTABLE (DEFAULT)	STANDARD
94089	ACCEPTABLE (DEFAULT)	STANDARD
94090	ACCEPTABLE (DEFAULT)	STANDARD

Version 3.2 Database 02/2000

ATTACHMENT 2

(Pages from Sunnyvale Economic Development Study from Sunnyvale Web Site)

Assessing Sunnyvale's
Economic Prosperity Program
and its Business Climate

Co-Principal Investigators...

Tapan Munroe, Ph.D.
President
Munroe Consulting, Inc.

G. Gary Manross, Ph.D.
Chairman & CEO
Strategy Research Institute

Commissioned by...

The City of Sunnyvale
California

June through September 1999

Research & Consulting for Strategic Planning

Corporate Offices, Toll-free 1-888-224-7608 Corporate FAX (714) 447-4357

City of Sunnyvale

Table of Contents

Enhancing the City of Sunnyvale's Economic Prosperity Program by...

Moving out of 'The Old Economy' & into 'The New Economy'

Economic vitality for the City of Sunnyvale, as in virtually every other city in the United States, is predicated upon City officials making a transition from "The Old Economy" to what has become known as, **"The New Economy."**

The economic engine in the old economy was fueled by a City's ability to attract new businesses and organizations into the local community, thus enhancing economic vitality by adding new jobs and creating an influx of new monies into the local economy. In "The New Economy," as described by such prominent economists as Michael E. Porter, of Harvard University, and Tapan Munroe, a futurist and former Chief Economist and Community Economic Vitality Manager for PG&E, economic vitality is predicated upon a community's ability to develop and sustain ***proactive strategies*** that capitalize upon "market forces," as opposed to relying upon government subsidies and mandates for attracting business enterprise and keeping those companies that currently do business in your community from leaving. In other words...

The New Economy represents a trend away from political processes and toward an economic model driven by natural forces in today's marketplace.

Given today's shift toward a "global economy," it is now even more incumbent upon the City of Sunnyvale to have a comprehensive understanding of the market forces that drive its local economy. It was toward these ends that City officials took the "proactive" step of commissioning the present research effort, in which executives and principals of firms currently doing business in the City of Sunnyvale were surveyed.[1] The scientifically designed and administered study secured input from executives and principals representing the largest firms doing business in Sunnyvale, those representing mid-sized businesses, as well as those representing small and home-bases businesses.

A synopsis of the key "*findings*" from the present study are being reported below in an Executive Summary format. Since the present report is intended to serve as a

---

[1]The present research effort was a combination of telephone and FAXed surveys based upon a stratified random sample of 206 respondents. The strata was predicated upon "size of company/ organization" comprised of three classifications: (a) 40 companies & organizations with more than 50 employees, (b) 48 with between 10 and 50 employees; and (c) 112 smaller companies with less than 10 employees (including home-based businesses).

"working document" for purposes of policy-level strategic planning and decision making over time, SRI has also prepared approximately 50 figures, charts and graphs that follow the Executive Summary.

There are two "findings" from the present research effort that turn out to be perhaps the most salient, instructive, and useful. These are:

1. Both the ***perceptions*** and ***expectations*** among executives and principals of firms and organizations doing business in Sunnyvale today are driven, in large part, by the **SIZE OF BUSINESS** (see Figures 26 thru 31).

2. With a few exceptions, **INDUSTRY CATEGORY** plays only a modest role in the ***attitudes*** held toward local government, as well as ***perceptions*** about and ***expecta-tions*** involving the role local government should play in helping firms and organizations doing business in Sunnyvale achieve their respective goals (see Figures 33 thru 40).

Indeed, the present study made clear the following reality:

The future success of the smaller firms/organizations currently doing business in Sunnyvale depends, in no small way, upon the level of success experienced by the larger firms and organizations currently doing business in Sunnyvale.

The above factors led researchers at both SRI and Munroe Consulting, Inc. to conclude that...

Strategic planning by City officials for the foreseeable future must be two-tiered...with the multi-tiered component being "size of business" as opposed to "industry category."

In other words, it is clear that Sunnyvale officials should simultan-eously develop ***proactive strategies*** tailored to the needs of two distinctly different populations...small vs. large firms and organizations.

Unfortunately, the present study did NOT make clear precisely how strategic planners should deal with the modest differences based upon "industry category" that were observed. For example, there is no clear indication regarding which industry groups or industry categories hold greater promise in terms of economic prosperity for those firms/organiza-tions that are doing business in Sunnyvale today.

Nonetheless, the "intelligence" gained in the present research effort regarding differences based upon industry category will go a long way toward helping researchers address this important matter in sufficient detail in the follow-up study that is currently underway.

Many of the above "conclusions" were NOT obvious when researchers and strategic planners initially reviewed the *findings* from the present research effort. In fact, when viewed in the aggregate (representing a single population comprised of all businesses and organizations currently doing business in Sunnyvale), many of the initial *findings* appeared to represent **inherent contradictions** that are shrouded with ambiguity.

With few exceptions, however, both the contradictions and ambiguity vanish when looking at the DIFFERENCES based upon the size of the respondents' business enterprise.

While there are indeed important DIFFERENCES between the percep-tions and expectations of small vs. larger businesses with respect to the research question(s) being addressed in the present research effort, there are many important and telling areas of consensus, as well. For example, most executives and principals believe (see Figures 1 and 2):

a. that the **local economy is vibrant** (89% of respondents);

b. that Sunnyvale is **a great place in which to do business** (83% of respondents) and...

c. that their **expectations since coming to Sunnyvale have, for the most part, been realized** (78% of respondents).

As a result, 85% of firms doing business in Sunnyvale today have NO PLANS to relocate outside the City in the foreseeable future (see Figure 3). In fact, over half (53%) of the executives, managers and entrepre-neurs interviewed said it's UNLIKELY that they would (ever) consider relocating out of Sunnyvale.

On the other hand, Figure 3 also shows that 13% of those interviewed said their respective firm is, in fact, planning on leaving Sunnyvale. This was confirmed by the "finding" that 14% *strongly disagreed* with the statement that they would not (ever) consider moving out of Sunnyvale; furthermore, an additional 12% of the respondents *somewhat disagreed* with this statement. Obviously, the number of firms planning on leaving Sunnyvale is sufficient to beg the question: *Why?*

When contemplating alternative answers to this important question, perhaps the most obvious explanation, at least from a common sense perspective, is that certain "expectations" for doing business in Sunnyvale are being perceived by corporate executives, high and/or mid-level managers of local business enterprises, and entrepreneurs as having NOT (to date) been realized. Perhaps this can be seen best by comparing the *findings* in Figure 4 with those in Figure 5.

For example, one of the major expectations of doing business in Sunnyvale is having access to adequate and affordable HOUSING STOCK within commuting distance of where one works. This attribute is in the top one-third on the ***list of expectations*** (see Figure 4). Yet, it shows up last on the list of "realizations" (see Figure 5).

By comparing the *findings* reported in Figure 4 with those in Figure 5, City officials will glean the very information needed to assist them in enhancing the City's ***Economic Prosperity Program***. Additional insights regarding this particular topic will be gained by also reviewing Figures 6 and 7. These show the perceived "benefits" and "drawbacks" for a company choosing to locate in Sunnyvale.

Specifically, for example, Figure 6 shows how "synergism" that comes from having various CLUSTERS of businesses that feed off one another and attract a solid pool of skilled employees, vendors, and potential clients can make a given location invaluable. Indeed, Sunnyvale is an excellent example of such a scenario.

This conclusion can also be seen in Figure 6. In identifying key factors that drive one's decision of where to set up a business enterprise, the THREE determinants that follow "location" are:

- ✓ **Client base availability**
- ✓ **Labor pool/work force**
- ✓ **Other businesses that work with you/strong business climate**

These *findings* are consistent with the conventional model that underlies **The New Economy**. For example…

The creation of industry clusters is a relatively recent phenomenon (developed over the past 10 to 20 years) that has proven extremely effective for helping a local and/or regional economy realize and sustain a competitive advantage based upon characteristics often unique to the respective community and/or region

---

In fact, one needs not leave Silicon Valley to see how important clustering can be to a given regional and/or local economy. Approximately 40% of all jobs in Silicon Valley are represented in only eight (8) industry clusters.[1]

These eight clusters are among those credited by most economists as being largely responsible for the creation of "**The New Economy.**"

It's not uncommon for certain clusters to involve multiple ***comple-mentary*** industries. Indeed, industry clusters are being linked to existing regional clusters that

[1] See Addendum C for a list of the 8 industry clusters that account for about 40% of the employment in Silicon Valley.

further enhance the economic stability on an ever larger scale.[1]

Abbreviated listing of Key Findings

The *findings* from the present research effort are voluminous and promising. In an effort to make this a "working document" and to make key findings salient and manageable, we have created an unusually large number of charts, tables, and graphs (approxi-mately 50 in number).

We are also including a copy of the questionnaire in which we report the percentages for each question asked; further, where telling, we have shown differences in responses based upon *size of business*.

Again in an effort to make this discussion a "working document," we will list below the remainder of the more salient "findings" in outline format.

1. By far, the majority (64%) of the respondents think the City of Sunnyvale is doing an excellent job of ***fostering and improving the local business climate*** (see Figure 8); only 3% of the respondents in the present study *strongly disagree* with this notion. However, nearly thirty percent (29%) remain *unsure* about the City's performance in this area which, of course, points out one area in which City officials may wish to focus some amount of effort and/or resources.

2. Just over half (54%) of the respondents classified the City's efforts to make Sunnyvale ***a desirable place for doing business*** as being "very good" (39%) to "excellent" (15%). Nearly another third (32%) labeled the City's efforts in this area as being "good" (see Figure 9). Nonetheless, 15% see this area of local government as being only "fair" (10%) or even "poor" (15%).

3. The significance of the above two findings is made salient in Figure 10. Nearly eighty percent (79%) of the respondents in the present study said a ***"business friendly" local government is important*** to their own business. In fact, nearly half (49%) said this is a "major factor," while nearly a third (30%) said this is a "medium factor." Only 6% said having a business friendly local government is not at all a factor to their business enterprise.

4. The need for ***developing a communication strategy tailored to the needs of local business and industry*** can be seen in Figure 13. Nearly forty percent (38%) of the respondents said they feel "completely uninformed" about the services being provided by or through local government that are designed to promote a favorable business climate and increased economic prosperity in Sunnyvale. Another 17% said they feel "somewhat uninformed"; and nearly twenty percent (18%) aren't sure. Only 10%

---

1 For a more comprehensive discussion, refer to an articled entitled: **"The inner city's competitive advantage,"** by Michael Porter and Tapan Munroe . S.F. Chronicle, March 2, 1997.

said they are "extremely well informed."

6. When asked ***where the City's efforts should be focused***, top priority was given to developing affordable housing.[1] Of course, this is NOT a concern that is unique to Sunnyvale; indeed, it's a universal Bay Area issue that is a major concern to the business community throughout the five core counties in the region.[1] This makes perfect sense given the findings already reported above. Developing improved public transportation was their second priority. Figure 14 lists, in order of priority, those areas on which local business and industry representatives think the City should focus.

7. Perhaps a more useful and practical ranking of City services can be seen in Figure 15. This list rank-orders the types of services, information and/or assistance businesses would like to receive from local government. Information on public safety and the fire department head the list; followed with assistance in locating sources of business loans and financing, and then employment training and/or job placement. As one would expect, the rank-ordering differs greatly based on size of business.

8. When "rating" City services provided to local businesses, **police services received the highest rating** (see Figure 16), with 63% of the respondents assigning a rating of "very good" or "excellent." This is important, especially given the high priority that local business place on safety and security in both the work place and in residential areas. The City's **business licensing process** was rated second, with 55% giving this a rating of "very good" or "excellent." There was a significant drop in ratings for all other services tested; with only 27% giving any of them a rating of "excellent" or "very good." This is not problematic, however, when one considers what these services are (engineering, building permits, design review committee), since the majority of businesses have minimal exposure to such services; thus, have little or no opinion at all about them.

9. Almost half the respondents think both the availability and cost of physical space and facilities in Sunnyvale is inadequate. Nearly twenty percent (18%) rated this attribute as being "poor"; another 30% said it is only fair (see Figure 17).

10. Over a third (35%) of respondents said the availability of business capital and financing

---

[1] One additional matter of "major concern" to local business and industry is "**workforce development.**" While this concern did NOT surface in the present study (it comes from one-on-one interviews conducted with local business leaders by City staff); it is a matter that policy-makers should remain cognizant of as they develop future plans aimed at enhancing economic prosperity at the local level.

Specifically, local executives believe that there is a need to develop a strong ***homegrown workforce*** because it is difficult to attract people to Silicon Valley as a result of the relatively high "cost of living" compared to other geographic regions. Toward this end, local business leaders also believe that is essential to have access to "quality education."

[1] The five core counties in the San Francisco Bay Area include: Alameda, Contra Costa, Marin, San Francisco, and Santa Clara, counties.

in Sunnyvale is either "very good" (24%) or even "excellent" (11%), see Figure 18; indeed, another 44% rate this dimension as being "good."1 As one would expect, this is a topic where there are significant differences based on size of business (refer to Question 2.8 on questionnaire to see these differences).

11. Over half the respondents (54%) say that Sunnyvale provides "excellent" (19%) or "good" (35%) access to major suppliers. Even more (56%) say the City makes possible extremely good access to major markets and customers; while almost another third (31%) rate the City as "good" on this attribute (see Figure 19). This is an extremely important reason for coming to and staying in the City of Sunnyvale for many (indeed, MOST) businesses. Literally 80% of the respondents said having easy access to important markets within their respective industry is either a "major" (57%) or a "medium" (23%) factor for selecting a location in which to do business.

12. As noted above, there are a host of DIFFERENCES in perceptions that are driven by the size of the respective business (in this case, measured by number of employees). Some of the more salient ones are shown in Figures 26 thru 31. For example, smaller and medium-sized firms are more inclined to think Sunnyvale is a great place to do business (see Figure 26). There are huge differences based on size of business when it comes to perceptions about whether or not the City is doing all it can to foster and improve the local business climate. One additional difference worthy of note here is that there is a linear relationship in terms of executives and managers realizing their expectations in Sunnyvale; small firms are far more satisfied than are the larger firms.

13. One misleading finding can be seen in Figure 32. While two thirds of the respondents said they have NO "global focus" (with respect to dependence upon global marketing) and about one-fourth (23%) said their primary focus is on global marketing, clearly this must be interpreted in the context of size of industry. Many smaller companies and entrepreneurs who feed off the large firms have a global focus; therefore, even these people are indirectly dependent upon global factors (including importing and exporting).

Research Design and Methodology

The present study involved conducting comprehensive interviews with two hundred and six (N=206) top executives, high- and mid-level managers, and entrepreneurs represent-ing corporations and business enterprises of various sizes that are currently doing business in the City of Sunnyvale.1

1 The City of Sunnyvale provides NO direct financial incentives to local business enterprises; therefore, respondents are referring to business capital and financing from the private sector.

1 A sample size of this magnitude (N~200) yields "findings," at a 95% confidence level, with a sampling error of ±5.5 to 7 percent. Thus, Sunnyvale officials can place a great deal of confidence in the "findings" from the present research effort

Special care was taken to be sure that accurate and appropriate measurement "scales" were employed in order to maximize both the "reliability" (accuracy) and "validity" (truthfulness) of the responses.

After the data were gathered, they were analyzed using a statistical package called SPSS which accommodates the application of both descriptive and advanced statistical procedures.

The study was designed as a BENCHMARK (baseline) study, so that City officials can subsequently "test" to see if their strategies and tactics are having their intended effects (thus, creating an opportunity for empirical accountability); while simultaneously identifying instructive trends and patterns over time.

In order to make it possible to identify and analyze differences between small, medium and large size businesses, the sample was comprised of a stratified random sample based upon **number of employees**. As a result, the study incorporated both "qualitative"[1] and "quantitative" components. The specific categories, based on size of company, that the data were ultimately divided into were:

N=40 businesses with **50 or more employees** (from a population of 272 companies)[1];

N=48 businesses with **between 10 and 50 employees;**

N=112 businesses with **fewer than 10 employees** (including <u>home-based</u> businesses).

SRI first created a research instrument (questionnaire) which, of course, was subsequently approved by representatives of the City of Sunnyvale.[1] Of course, the question-naire was "pre-tested," and appropriate adjustments made, before the study was fielded.

Format of Interviews

All of the interviews were conducted either via telephone or FAX.

We began by telephoning and asking for a personal interview. We experienced a relatively low level of refusals to participate and/or mid-survey terminations due to the following factors:

---

1 Nonetheless, a **great deal of confidence can be placed in the *findings* from the "qualitative" components of the present study,** wherein the samples from specific strata are relatively small, for two specific reasons: (a) a relatively large ratio of companies in the respective stratum were, in fact, interviewed (thus, it's highly likely that their collective opinions are indeed "representative" of that target population as a whole, and (b) the particular individuals interviewed have a great deal of information and experience at their disposal, thus their opinions are, in fact, "informed" opinions.

1 The breakdown of respondents representing companies with more than 50 employees follows: <u>15</u> with **51 to 100**; <u>12</u> with **101 to 300**; <u>5</u> with **301 to 500**; <u>4</u> with **501 to 100**; and <u>4</u> with **more than 1,000** employees.

1 **Addendum 'B'** is the final research instrument (questionnaire) showing percentages for each of the questions.

- Most executives agreed that the purpose of the study was, indeed, important.
- When the respondent learned the study was being sponsored by the City of Sunnyvale, many executives chose to participate.
- When we offered to set a time of convenience to the respective executive for conducting the interview, many executives agreed to set some time aside within a week or so for this purpose.
- Finally, in cases where time pressure was a major deterrent, we offered to FAX a copy of the questionnaire to the executive and ask that s/he complete and return it within a day or two.

Of course, because many of the respondents were high level executives (CEO and/or Presidents, CFO's, and-the-like), it was necessary for SRI to assign high-level researchers to conduct the interviews. In the present case, this meant that SRI assign its principals, Ph.D's, and other high-level executives to conduct the telephone surveys.

Meaning of 'The New Economy'

Before making our specific recommendations for consideration by Sunnyvale public officials, it seems appropriate to provide the remaining backdrop ("context") that underlies our thinking process with respect to economic development, in general.

We have already presented the need for moving from "The Old Economy" to "**The New Economy**." Therefore, it is incumbent on all stakeholders to have a clear understanding of what The New Economy is about.

In the last two decades we have witnessed a steady transition from an economy that has been powered by inexpensive fossil fuels to one that is powered by inexpensive semiconduc-tors. The so called "Old Economy" is driven by four key industries—automobiles, machine tools, construc-tion, and retailing. The key industries of the New Economy include semi-conductors, computers, software, the Internet, telecommunications, and biotechnology.

The "New Economy" is more about "soft" and intangible things such as information, intellectual capital, relationships, communications, and networks, and less about "hard" and tangible things such as steel, oil, and lumber. This, of course, does not mean that "hard" things are unnecessary.

The point is that hard things are increasingly built around the "soft" core—factories are run on computer commands, automobiles can follow network instructions to manage congestion, homes become smarter with embedded computer chips that control their physical environment, security, and even entertainment.

The "New Economy" is not just about data crunching by computers, or data warehousing, or word processing. It is increasingly more about communication with computer and telecommunications providing "instan-taneous computation as well as communication". The rise of the Internet has ushered in the next logical phase of the New Economy. What it does is provide is "connectivity"— the other prime feature of the new economy. The penetration rate of the Net has been spectacular—today nearly 170 million people around the globe obtain information, create products, shop, and converse via the net. In 1999, U.S. businesses are expected to spend more than $80 billion on the Internet, and that is supposed to double by the year 2001.

The Significance of 'The New Economy'

More people work today in the computer hardware, software and computer services industries than in steel, auto, mining, and petroleum industries combined. The changes in today's business landscape are far reaching and have great significance.

Consider the following trends, for example:

- At the end of 1998 the market value of IBM was twice the combined market value of Ford, GM, and Boeing; the market value of Microsoft was three times the combined market value of Ford and GM; Intel's market value was 50 times greater than that of Nucor, the highest valued Steel company in America.
- Nearly 80% of all jobs today do not involve making things but involve serving businesses or people and creating and processing information.
- Biotechnology employs more people than the machine tools industry.
- Nearly 75% of all new jobs are being created by 350,000 "gazelle" firms—businesses that double sales every four years. Most of the gazelles are in the knowledge and information related industries.

The Significance of the 'New Economy' for the Bay Area

In many ways the nine county Bay Area is an object of envy and emulation for the rest of the United States and the world. Sprinkled over the U.S. landscape are an abundance of Silicon monikers, from Silicon Rain Forest and Silicon Forest in the northwest to Silicon Prairie, Silicon mesa, and Silicon Desert in the south west.

Overseas we have Silicon Fen in Cambridge, Silicon Bog in Ireland, Silicon Glen in Scotland, and Silicon Wadi in Israel.

This is part hype, part marketing, and part competition for the Bay Area, and it shows <u>that very few cities, regions, or countries want to be left out of the digital revolution which is key to economic survival and prosperity in the 21st century.</u>

Recommendations

Proactive strategies for the purposes of enhancing economic prosperity at the local level, can realize their full potential only through the development of public/private partner-ships (systematic collaboration) among and between businesses, government, and community-based organizations.

Furthermore, the strategies developed must capitalize upon a community's (or region's) inherent characteristics, strengths, and resources that are unique to the respective locale; thus, yielding a marked "competitive advantage" for local and/or regional stakeholders.

It is with this in mind that SRI and Monroe Consulting, Inc. offer specific recommendations for consideration by Sunnyvale public officials.

Recommendation 1:

Incorporate a two-tiered strategic component into the City's *Economic Prosperity Program*

Clearly, the City of Sunnyvale should incorporate into its Economic Prosperity Program a two-tiered strategy"

- one tier should focus on large business enterprises and organizations doing business in the City of Sunnyvale;
- one tier should focus on ***small to medium-sized*** business enterprises and organizations doing business in the City of Sunnyvale (including home-based businesses).

While it's true that the smaller businesses rely, to no small degree, upon the well-being of the larger firms and organizations for their growth and development (perhaps best thought as being "feeders"), each of the two types of businesses have important differ-ences that must be factored into a strategic plan designed to enhance economic prosperity at the local level. These differences include:

(a) **levels of awareness** regarding the role local government plays in economic prosperity at both the local and regional levels,

(b) **levels of sophistication** regarding such matters, and...

(c) **expectations** for how local government can or cannot assist them in achieving their business-related goals and objectives.

On the one hand, whether true or not, the larger businesses have the perception that they are ***quite aware*** of what the City does or does not do to help them realize their business goals and expectations; on the other hand, the larger firms and organizations are ***more realistic*** with respect to how local government can or cannot assist them in their day-to-day business activities than are smaller firms and organizations.

The above factors have led us to our second recommendation.

Recommendation 2:

Assist in the creation of "industry cluster" packages comprised of professional services such as accounting, legal services, banking, and others.

As stated in the report, one very promising role local government can play in promoting a healthy and vital local economy is to assist in the creation of "industry cluster" packages comprised of such professional services as accounting, legal services, banking, and others, specifically designed to get new companies up and running.

Such a strategy yields the following benefits:

(a) Helps create long-term business alliances within the community that place the individual(s) and/or organization(s) involved in a "win-win" posture;

(b) Makes it easier for government to support multiple businesses through such cluster groups.

Recommendation 3:

Employ "integrated marketing communications" (IMC) tactics in communicating with each of the two categories of businesses.

Because their respective levels of awareness and expectations are different, it's essential that the City communicate with each of the two constituent bases (large and small business enterprises) in a very targeted fashion.

While there are, indeed, subject areas of common interest and common concerns, in the "big picture" each of the two constituent groups have different concerns and agenda items that they would like addressed through local government. Many of these were identified in the present research effort. As such, a comprehensive program should be designed in which each "set" of interests and concerns are addressed using appropriate communication tools and tactics. This element can perhaps be best thought of in terms of TAILORING the "message strategy" to the respective target audiences.

Furthermore, the communication tools for communicating with each group is different.

For example, a "letter from the Mayor and/or City Manager" would be extremely effective (in most cases) when communicating with the larger firms and organizations; while newsletters are perfectly appropriate (and effective) for communicating with the moderate to small-sized business enterprises.

In other words, "integrated marketing communication" tactics and tools should be applied when communicating with both groups. This should include database marketing via direct mail and newsletters; as well as mass communication strategies via the local media outlets.

In sum, a concerted effort should be made by the City to design and implement an on-going communication program "tailored" to the needs and interests of both groups.

The reason for this recommendation is that both groups MUST prosper individually and collectively in order for the City to achieve the goals and objectives inherent to its Economic Prosperity Program.

__Recommendation 4__:

Continue to study and utilize the "findings" from the present research effort.

As noted above, the *findings* from the present research effort are voluminous and comprehensive. The implications of these findings to the City's goals and objectives will vary depending upon the question at hand.

Therefore, the current report (with its charts and graphs depicting the findings from the study) should remain a "working document" and be referred to often...and certainly prior to and during policy and strategic planning exercises.

__Recommendation 5__:

The present study should be perceived as a BENCHMARK for future planning.

A local economy can perhaps be best thought of as being a "living organism"; as such, it does NOT remain dormant, rather it either grows stronger or it atrophies.

As such, the City should treat the *findings* from the present research effort as a BENCHMARK study and use these findings for purposes of developing and administering communication efforts tailored to the various stakeholders within its domain.

Equally important, however, is the fact that the City could continue to monitor the two constituent groups that will determine how successful the City ultimately is in terms of enhancing economic prosperity at the local level. In other words, how will City officials know whether or not the City has, indeed, made significant progress with regard to the specific goals and objectives inherent in its Economic Prosperity Program?

The answer lies in using the appropriate scientific tools to monitor, over time, a change in levels of awareness, levels of satisfaction, and-the-like. It is only through appropriate monitoring of the local economic landscape and stakeholders that City officials will truly be able to determine how successful the City has been in achieving these most important goals and objectives.

Summary Conclusion

The primary reason for commissioning the present study was to generate "intelligence" needed for the purpose of advancing the City of Sunnyvale's **Economic Prosperity Program** by enhancing ***economic vitality*** of the city. Toward this end, the "findings" from the present study will be used for strategic planning purposes.

Like any viable research effort, much of the findings are, indeed, confirmatory. In other words, the study confirms what was already known. That is as it should be. However, we are confident that an unusual amount of "new intelligence" came out of the present research effort that should position the City of Sunnyvale in a fashion that it is at least one major step closer to achieving the end goal; that of bringing even more economic prosperity to those doing business within the City's jurisdiction.

Perhaps the most fundamental "finding" from the present research effort, as noted above, is that future planning by City officials should, indeed, be at least two-tiered. More specifically, Sunnyvale's **Economic Prosperity Program** should be structured in a fashion that incorporates a sensitivity to perceived needs that differ according to size of business. For example, larger businesses have different expectations for local government's role in enhancing economic prosperity in a given locale compared to middle-sizes firms and organizations; and smaller businesses, especially home-based businesses, have yet another set of expectations.

We would like to take this opportunity to thank The City of Sunnyvale for granting us the opportunity to work with you on this extremely interesting project. We look forward to a lasting professional relationship with the City of Sunnyvale.

EXHIBIT 2

(Technical Exhibit)

EXHIBIT 2

(Technical Exhibit)